

# 14 Vital Skills for Supervisors

## Giving Feedback



# 6

# Giving Feedback



*"Express both good and bad input with judgment-free specificity so that it has a more positive, lasting impact on the employee."*

# Importance of Feedback

- Good supervisors give feedback with an eye toward motivating employees
- Feedback is a way to help fuel good performance, teach new skills and provide guidance that leads to improvement



# What is Feedback?

- Feedback is defined as the process of providing information to your employees about their past behavior in order to influence their future behavior
- Effective feedback requires mutual understanding



# Effective Feedback Requires Mutual Understanding

- Employees must understand that its purpose is to help them excel, not find fault or shake their confidence
- Supervisors must realize the need to support their input with evidence, examples and observations



# Delivering Feedback Effectively

- Make sure it's based on verifiable data
- First-hand observations, collected in a structured, confidential manner
- Establish productivity measures for your employees and  educate them about how to meet or exceed these standards
- Let everyone know you'll provide ongoing feedback based on these measures



# Precise Communication Enhances Feedback

- By providing descriptions rather than rendering judgments, you enable employees to draw their own conclusions
  - Example: “Your report contained 12 typos and it was missing a summary page and evidence to substantiate your claims” is better than “Your report was sloppy”



# Steps to Providing Feedback

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1. Describe specific, observable behavior in judgment-free terms
  2. Ask for employee's input before you draw a conclusion
  3. Assess the impact of the behavior and its consequences



# Steps to Providing Feedback (continued)

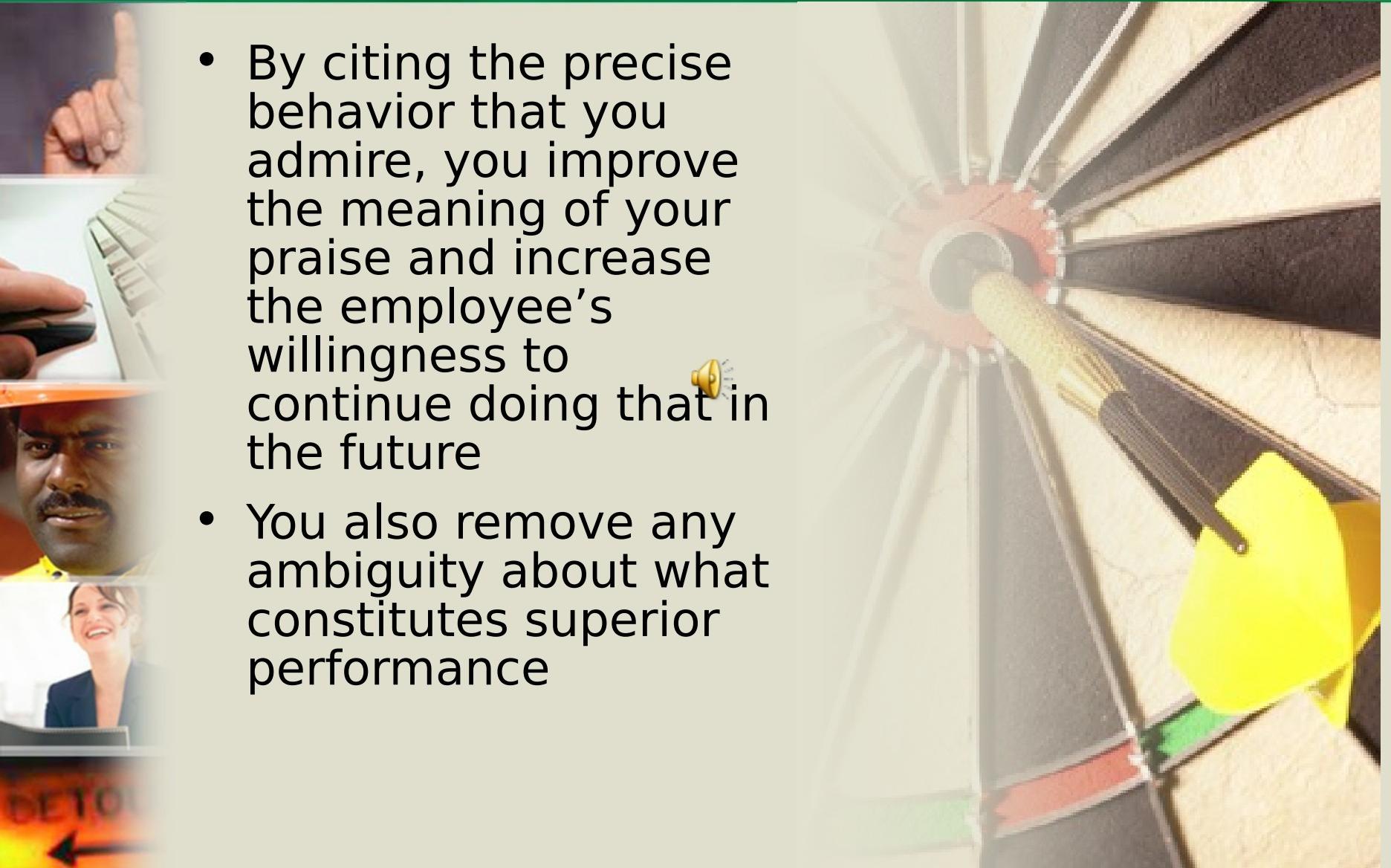
- Should be a supportive, non-threatening way to motivate the employee to improve, not a harsh criticism that triggers defensiveness
  - Speak in a gentle tone and express your confidence in the employee's ability to learn and grow
  - If you get in the habit of praising employees, then they'll know that you see the good as well as the bad

- Make specific
- Identify exactly what was done well
- Example...



# Make Praise Specific

- By citing the precise behavior that you admire, you improve the meaning of your praise and increase the employee's willingness to continue doing that in the future
- You also remove any ambiguity about what constitutes superior performance



# Warning

- Words such as “disappointing,” “inconsistent” or “poor” do not describe a person’s behavior, so avoid using them when giving feedback 
- Instead, cite observable or verifiable evidence without adding your interpretation or characterizing a worker’s motives



# Tip

- Use clear, straightforward language when giving feedback, especially in terms of your pronouns
- Avoid using “we” (as in “We have a problem” or “We need to work on your poor performance...”)



# It's True

- Praise in public, criticize in private?
- Only deliver negative feedback one-on-one where no one can overhear.
- Don't necessarily  assume it's always best to praise an employee in front of his or her peers – some people react with embarrassment
- Get to know your employees and tailor your praise to fit their personality

